

In This Together.



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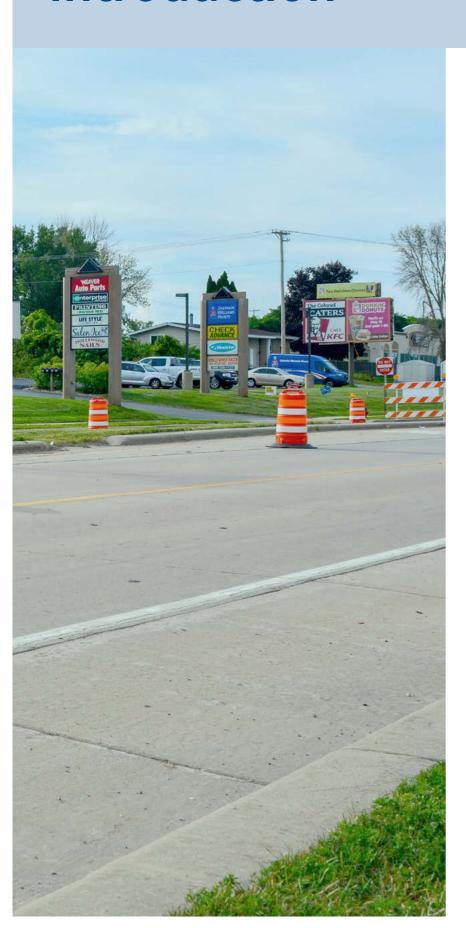


**Do you own or operate a business?** This guide is meant to help you prepare for WisDOT improvement work. WisDOT's state highway and Local Program projects are meant to improve connectivity and safety. The department appreciates that there are many types of businesses statewide, from those competing for foot traffic in bustling neighborhoods to the supper clubs, hotels and attractions that, alone, serve as roadside destinations. No matter what your business is, who it serves or where it's located, we hope the resources in this guide help to provide food for thought and facilitate productive interactions during planning and construction.

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Please note, if you choose to print this guide, select 8.5 by 11 inch paper, "landscape" and "fit to page".

## Introduction



### Dear business owners,

Thank you for your many contributions to Wisconsin's economy and quality of life. The Wisconsin Department of Transportation works hard to develop and maintain the quality infrastructure you deserve to effectively move goods, deliver services and bring in customers.

WisDOT understands that improvement projects can create logistical challenges for businesses of all shapes and sizes, and that these challenges can vary depending on the location and nature of a business. In some cases, businesses are clustered near project sites while, other times, the businesses themselves stand alone as roadside destination.

We call this program "In This Together" because department planners and engineers are passionate about working with project stakeholders to reduce or eliminate impacts that could occur during construction. Your business adds value to any highway improvement, and community partnerships matter greatly to the work that we do. We want you, the business owner, to have a firm understanding of what's happening, why it's happening and what the future looks like for any project that has potential to impact your business.

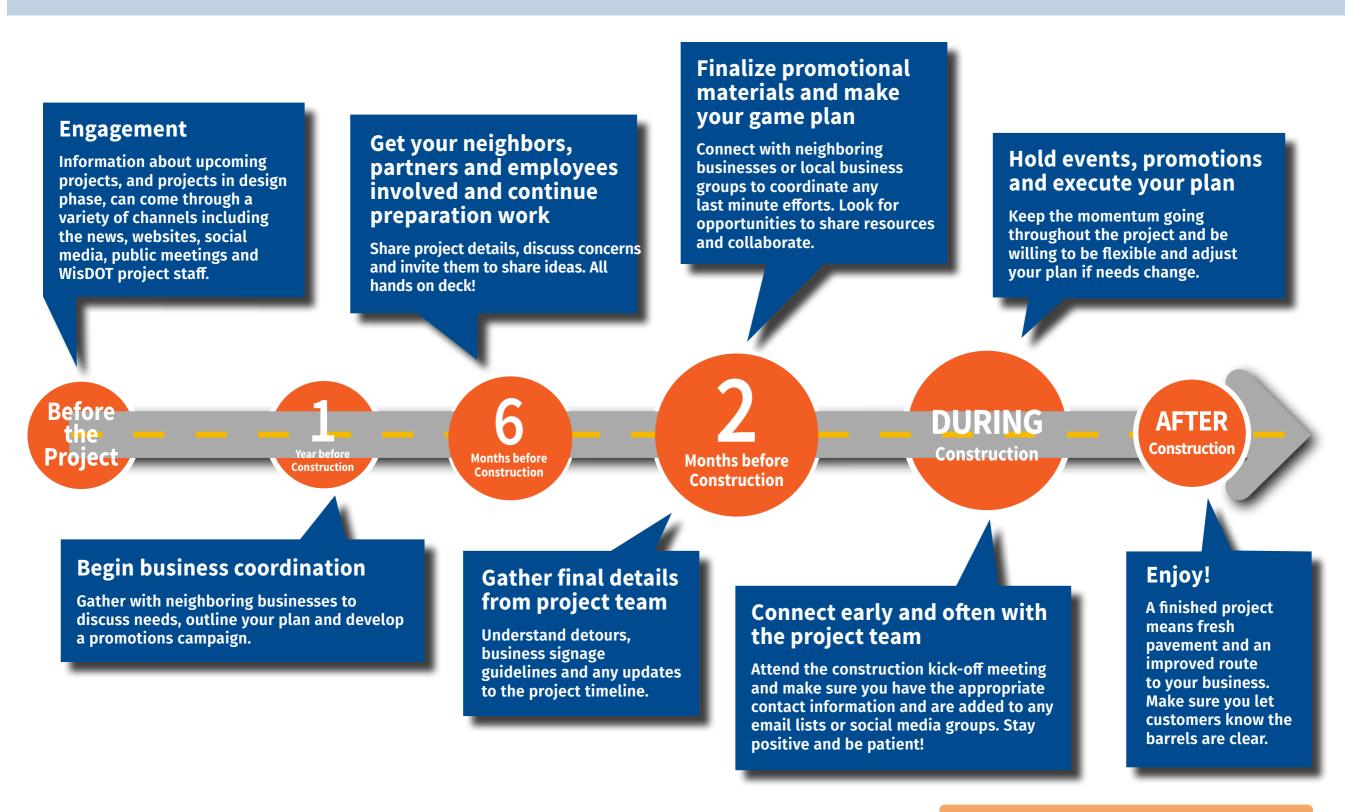
Ideally, this guide will serve as a springboard for productive discussions among WisDOT staff and the business community. So, please take some time to review this information. We hope you find the resources, descriptions and examples to be insightful and helpful.

To your success,

Craig Thompson Secretary

## **Preparation Roadmap**

Tips to stay engaged with the project and prepare your business for success – from start to finish



Download printable checklist

## **Preparation Roadmap**

Tips to stay engaged with the project and prepare your business for success – from start to finish

Before the project						
	Notes and Next Steps					
<ul> <li>Attend public involvement meetings, where there's opportunity to connect with project staff and other businesses located within a project's footprint. Begin making lists of key contacts – and let project staff know how to stay in touch with you.</li> </ul>						
<ul> <li>Learn about the project goals, benefits and anticipated impacts. Note that some of this information for the larger and more impactful projects can be found on Wisconsindot.gov.</li> </ul>						
<ul> <li>Share with the project team any unique needs of your business, such as upcoming events, as well as access needs, questions or concerns.</li> </ul>						
Inform WisDOT staff of any future community events that may require additional coordination.						
☐ Request to be included on any public email lists that may be created for the project.						
1 year before construction – Begin business coordination.						
Notes and Next Steps						
Identify and list concerns about access, parking, deliveries and other logistical elements that may impact your business.						
Keep an updated list of key of project contacts and continue discussion with project staff and other businesses in the project footprint regarding questions, comments and concerns.						
<ul> <li>Begin to think about temporary signage and other need-to-know information to help customers and employees navigate the work zone.</li> </ul>						
<ul> <li>Brainstorm a promotional campaign. This could be unique to your business or in partnership with neighboring properties to establish a consistent theme, tagline or logo.</li> </ul>						
<ul> <li>Look for opportunities for partnerships, promotions and resources that extend beyond your business by discussing with other businesses, local business groups and local governments.</li> </ul>						
6 months before construction – Get your neighbors, partners and	i employees involved and continue preparation work.					
	Notes and Next Steps					
<ul> <li>Get your employees and other partners involved:</li> <li>Share project details</li> <li>Discuss concerns</li> <li>Invite them to participate in construction preparation activities</li> </ul>						
Obtain information on detour routes and other project updates as plans are finalized.						
Ask questions about how the project team will communicate with businesses and share your ideas.						
☐ If applicable, understand the temporary sign permit process and ask questions as needed.						
<ul> <li>Learn about detour routes, construction staging plans and other project updates as they become available.</li> </ul>						

## **Preparation Roadmap**

Tips to stay engaged with the project and prepare your business for success – from start to finish

2 months before construction – Gather final project details and complete promotional materials and construction preparation plans.

Notes and Next Steps					
<ul> <li>Prepare for detours:</li> <li>Identify delivery locations</li> <li>Notify delivery drivers of changes</li> </ul>					
☐ Distribute flyers and keep all staff up to date with the project to inform customers.					
☐ Set up social media pages or email lists.					
<ul> <li>Kick-off promotional campaign or other communication efforts to prepare customers for what to expect during construction.</li> <li>Set-up social media pages or email lists</li> <li>Consider creating personalized maps and guides that will help customers navigate the construction zone to find you</li> <li>Distribute flyers and keep all staff up to date with the project to inform customers.</li> </ul>					
Hold a final pre-construction coordination meeting with the involved businesses and associations.					
During construction – Execute your plan for events and promotions.	Notes and Next Steps				
	Notes and Next Steps				
Stay positive, be patient and focus on the end result.					
Work with staff to maintain a positive mindset; keep staff up to date with the project so there's a consistent message to customers.					
<ul> <li>Keep project contact list current and stay in touch with the project team to discuss business needs such as access, parking and special events.</li> </ul>					
<ul> <li>Execute promotional strategy and keep an open mind to promotional opportunities that may emerge through the course of the project.</li> </ul>					
☐ Check in with other businesses in the project footprint to coordinate cross-promotions.					
After construction –					
	Notes and Next Steps				
☐ Let customers know the project is complete – and encourage them to come visit you.					
☐ In communications, consider stressing advancements in safety, navigation or walkability.					
<ul> <li>Some businesses may consider promotions, which might range from discounts through a ribbon- cutting or special event in partnership with other businesses.</li> </ul>					

## **Working With Work Zones**

We're in this together



### What to Expect From WisDOT

- Focus on your safety: Every effort is made to maintain business access and keep heavy equipment away from traffic and active workplaces.
- **Help getting around:** Alternate routes, detours and temporary accommodations are made on a project-by-project basis.
- Open communication: Project staff host meetings and some will create email lists. Construction teams will also contact you as soon as possible if they foresee direct impact to your business, such as paving near your driveway entrance.

### 

### Ideas on How You Can Play an Active Role

- Identify a chain of communication. Make sure you know how to contact the project team and that they know how to contact you!
- Work with the project team and/or local government to identify suggested routes and parking for customers, deliveries and employees
- Work with the project team to identify key points about the project (safety, navigation, capacity) and think about how to best communicate those to your customers
- Personalize maps for handout and/or social media that help customers understand the project and its footprint
- Keep in touch with customers about ongoing accomplishments and timelines of the project work to reinforce the overall message of "open for business"
- Work with employees to deliver a positive, consistent message with customers about the project itself and temporary business impacts
- Contact suppliers to give a heads up on the project, and continue to communicate with project staff to help reduce conflicts between project work and deliveries
- Consider whether it makes sense for your business to work with employees on shift times, carpooling or telecommuting through the project
- Some businesses might explore alternate points of sale and methods for customer contact.
- Some businesses might also consider scheduling planned maintenance to coincide with road construction.

## **Getting Organized**

Road work can mean different things to different types of businesses. A Main Street restaurant may want to consider changing up food delivery schedules. A Northwoods resort may want to consider publishing a construction map and suggested detours on its website. Nearby offices may want to talk to employees about the ongoing road work and how it may coincide with the daily commute.

No matter what your business is, or where it's located, you do not have to go it alone. Here are some ideas to help any business team-up for success.

### **Organization tips:**

- Contact the nearest chamber of commerce or visitors' bureau for help brainstorming ways to continue engaging customers
- If you are a business with neighboring businesses, consider organizing as a group for planning, promotion and communication.
- If your business stands alone, think about signage, routing and communication needs to help customers
- The *In This Together* guide has worksheets to help initiate brainstorming and planning as construction approaches.



### The Road to Success Checklist

Tried-and-true tips for businesses impacted by work zones

### **Communication**

It is important to share information quickly, efficiently and accurately. There's no magic bullet for success, but the points below should assist businesses of all types and sizes think through and personalize a strategy to make impactful connections throughout a project.

- ☐ Identify stakeholders. Think about who you need to reach and why. Think suppliers, customers, other businesses really anyone is fair game.
- □ What do they need to know? Think about detours, routing and parking. Project fact sheets, explaining future benefits, can be useful as well. What questions are your customers most bound to have? WisDOT staff and the 511wi.gov construction pages are good sources of information.
- ☐ Striking the right tone. Positivity is always best policy. Consider focusing on "construction specials" or any other factor that makes your business a destination regardless of adjacent construction.
- □ Information distribution. Options include, but aren't limited to, social media, email, websites, flyers, traditional mail, paid advertising and local media outreach. Don't forget good old fashioned word of mouth as well. Consider developing talking points for all staff to use regarding the project.
- Frequency of communication. How often should you make updates and how do you plan to make them?
- □ Partnership opportunities? Neighboring businesses might consider working as a group. Businesses that stand alone as roadside destinations might consider working with chambers of commerce or other businesses in the area to coordinate opportunities for customers.
- ☐ Consider temporary signage to enhance visibility.

### **Promotions**

Creating special "under construction" promotions can encourage your existing customers to visit and attract a new customer base during construction. Some businesses may find additional benefit by partnering with nearby businesses to design unique promotions or create synergy and amplification of customer outreach.

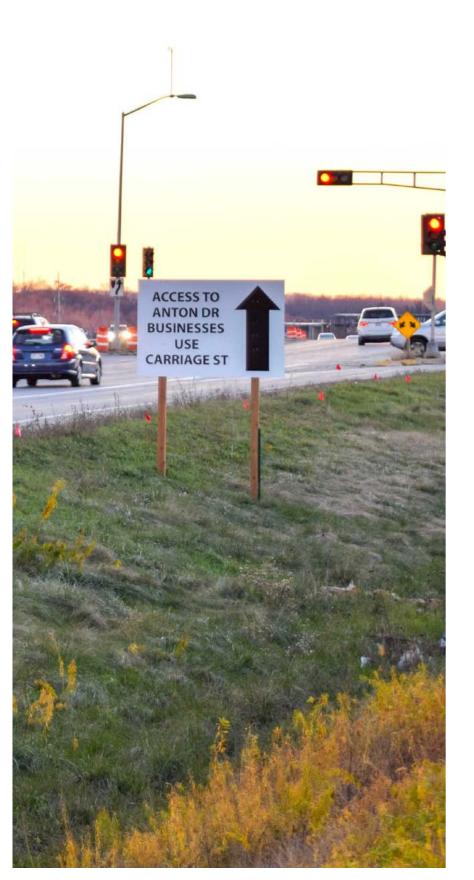
- ☐ Design a logo and/or create a tagline to use in your "open for business" materials and promotions.
- ☐ Hold events prior to construction to draw attention to the area.
- ☐ Consider "hard-hat lunches" or other specials to draw new customers.
- ☐ Start a delivery service (or offer free delivery) during construction maybe pooling resources with other businesses.
- ☐ Create or use an existing mascot to bring more energy to special events.
- ☐ Develop a single- or multi-day scavenger hunt to encourage patrons to visit multiple businesses while they're in the area.
- ☐ Incentivize customers to visit the area with giveaways, special sales or discounts.
- ☐ Plan groundbreaking (before construction) and/or ribbon-cutting (after construction) activities and promotions.
- ☐ Hold promotions coinciding with achievements and completion of work throughout the project.

### **Business Activities**

Adjusting your business plan to prepare for estimated changes during this time can save you time, money and stress.

- ☐ Work with your suppliers to arrange alternative delivery times or locations as necessary.
- Determine if there are necessary projects (parking lot resurfacing, building remodeling, etc.) that you plan to take on as an individual business owner that could coincide with construction to take advantage of a potential slow-down.
- ☐ Seek out partnerships to provide support and discuss if/how resources will be pooled among businesses.
- ☐ Partner with a local small business development center or other small business assistance organizations to seek out business consulting sessions or other support services.
- ☐ Adjust employee schedules to accommodate changes in customer volume.
- ☐ Consider adjusting hours of operation to provide customers expanded options during the evening or weekends when construction is not as busy. Coordinate these hours with neighboring businesses.
- ☐ Think strategically about inventory and hiring leading up to the construction period and adjust as needed.
- ☐ Determine if there are alternative entrances or access points to your business that could be used that would be more convenient during construction. Enhance and highlight that entrances prior to construction to show customers how easy it is to get to your business.

## **Navigating Work Zones**



Businesses can create temporary signage (pictured at left) to enhance visibility throughout a project. This can be particularly important if your business caters to tourists or out-of-towners who might be unfamiliar with the area. WisDOT offers the following guide on the rules and process for establishing temporary signs.



**Temporary Signage Guide** 



Application - Permit to Install Temporary Business Sign(s)

### Moving traffic through WisDOT projects

Accommodating traffic is a major consideration for any WisDOT project. WisDOT's handling traffic web page provides information on staging and detours. In all projects, communication is key. WisDOT staff works hard to minimize impacts and can benefit from knowing more about your customers' and employees' needs getting through the work zone.



ROAD CLOSED TO THRU TRAFFIC

ROAD CLOSED

## **Temporary Signage Guide**

### **When to Use Temporary Business Signage**

Temporary signs can help customers navigate a construction zone to find your business. Below you will learn how to apply for temporary business signs through WisDOT. Please note that WisDOT's temporary signage policy applies only to work in the state highway system, and **business owners are responsible for the cost**. Temporary signage in local streets projects would be managed by the local governing body and may differ from state policy.

When might you need temporary business signage? If your business is located within or adjacent to a construction zone, or nearby construction will alter a main route to your business, you may want to make temporary signage as part of your plan to keep in touch with customers. Other items to consider include:

- Traffic detours
- Changes to driveway access
- Duration of construction
- · Peak business season
- Signage versus other outreach options (social media, word of mouth, etc)

This guide will help you understand how and when to coordinate temporary business signage with WisDOT and the construction team.

#### **Before Construction**

- Coordinate sign location(s) with the project engineer
  - ▶ About two months before construction, coordinate with the Project Engineer to determine sign location(s).
  - ➤ Consider working with other nearby businesses to apply for temporary business signing. Multiple businesses can put their name and logo on the same sign. Or, ask about a general message sign "Access to Main Street Businesses." This sign is typically furnished by WisDOT.
    - » If the project includes a detour, additional temporary business signage may be useful along the route.

#### Key points to discuss

- ► How will customers access my business during construction? Consider signs at beginning points of construction or side streets that customers might use.
- ► Will construction disrupt customer parking?
- Design your sign!

#### **DESIGN GUIDELINES:**

		A 4" Lettering	A 6" Lettering	LOGO
Individual Business Sign 3' x 3' maximum size	Multiple Businesses Sign 4' x 8' maximum size	For roads 45 MPH Speed Limit or Less	For roads 45 MPH Speed Limit or More	Logos cannot exceed 4 sq. feet on your sign

#### Fill out the application to install temporary signage.

- ► Include an illustration/photo of the sign (with labeled dimensions) and a map showing where signs will be placed.
- Work with the project team to identify your point of contact to submit your application. This role may vary based on the size of the project
- ► Once you receive approval, purchase your sign(s) to be ready for construction.
  - » If multiple businesses in your area are purchasing signage, consider using the same vendor as this can be more cost-effective.

#### Construction

- Communicate with your project engineer to put up signage.
- ► Consult with the project engineer to determine if you or the construction team will put signage in place. In some cases, it is safer and easier for the construction team to install signs.
- ► Turn to the expertise of project staff to determine exact sign placement. WisDOT follows rules to ensures visibility and construction site safety when placing and securing temporary signage.

#### **Post Construction**

- All signs must be removed within 48 hours.
  - ► Check in with your project engineer to determine if you or the construction team will be responsible for taking down signs.
  - ► Let customers know access has returned to normal on social media or your website. Encourage them to walk, bike, or drive down the improved roadway.





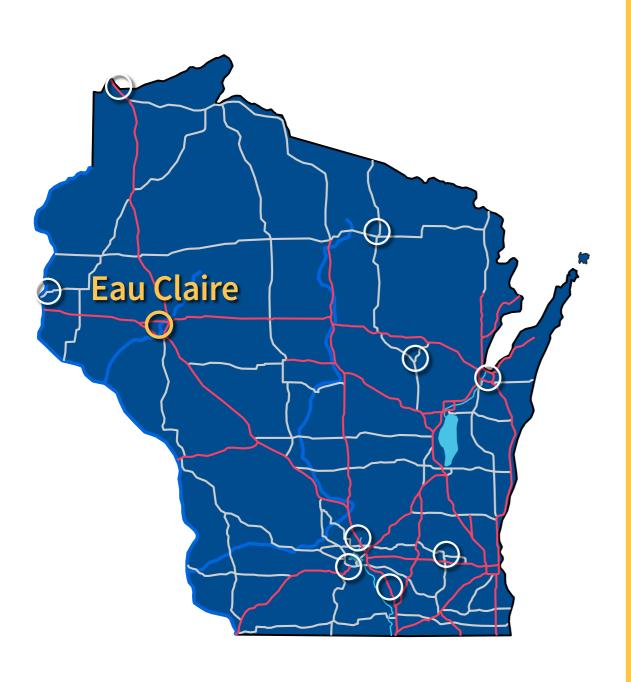
## Clintonville WIS 22 Reconstruction

- This project reconstructed Main Street in the city of Clintonville from 10th Street to WIS 156. The project was completed in two separate phases. Each phase required Main Street to be closed to traffic with a detour.
- Businesses in coordination with the city and WisDOT used temporary directional signing to assist customers.
- Sidewalk and driveway closures were coordinated with each business to allow for a specific closure time during the week that minimized impacts to the business.
- Sidewalk and driveway closures were coordinated to minimize impacts to the businesses.



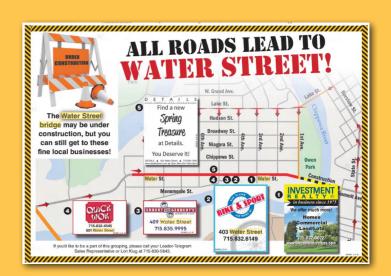
• Local officials and businesses met weekly during construction to maintain coordination.

**Key takeaways:** Project staging matters and may be adjusted to help meet business needs – but it is vital to communicate early and often with project staff.

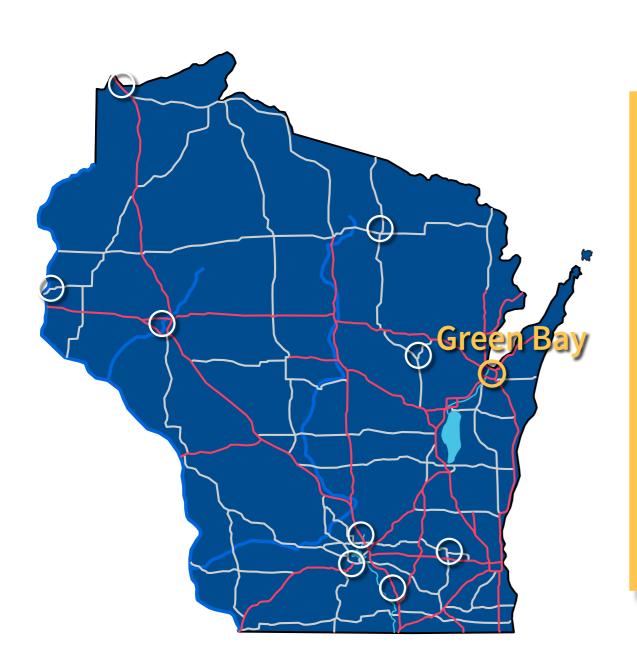


## **Eau Claire Water Street Bridge Replacement**

- The nearly 700-foot span connecting the city's Third Ward and Water Street Business District was replaced between 2015 and 2016.
- "All Roads Lead To Water Street" was the message of communications showing a map for customers to continue accessing businesses during construction. WisDOT created flyers with input from the business community.
- In addition to project information WisDOT published online, the city helped to spread the word using its website.
- Businesses planned construction-themed sales and promotions to keep customers engaged. Additionally, the downtown organization promoted businesses and planned a grand opening to celebrate the bridge.



**Key takeaways:** Collaboration is important to enhance communication of project information and information that helps customers find businesses.



## **Green Bay I-41 Reconstruction**

- Greater Green Bay Convention & Visitors Bureau was a key conduit to sharing information with businesses and other stakeholders in the area as they received it from WisDOT.
- Businesses generally led their own promotion activities and events in coordination with local business association.
- General ads promoting the area were included in the visitors guide.



**Key takeaways:** Utilize a stakeholder group(s) to serve as a conduit to information sharing between WisDOT and a larger group of constituencies.



## Houlton/St. Croix County St. Croix Crossing Bridge Construction

 This project incorporated multi-state promotion with MnDOT and WisDOT. The St. Croix County Economic Development Corp. was also actively engaged in shared media campaigns with construction updates.



- Local business boat tours were held to promote the project and maximize business. WisDOT staff members were on each tour to provide project information.
- Project staff worked with a supper club owner to install signs on a WIS 35 detour route directing customers to his business during a portion of the project.
- To close out construction, multiple stakeholders coordinated a ribbon-cutting event.

### WisDOT officials also:

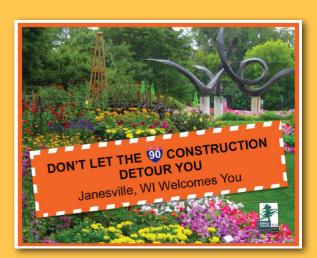
- Implemented a Wisconsin project website for the Loop Trail project.
- Held multiple public and local official meetings regarding construction, the schedule and traffic impacts – prior to and during construction and made project presentations to a variety of groups.
- Held presentations at local schools about the project and general bridge and road construction.
- Placed updated project maps at the St. Joseph Town Hall and staff a project information booth at the town's fall festival.

**Key takeaways:** This project had many impacts before and during construction. Due to collaboration and proactive communication, businesses and communities on both sides of the St. Croix River were engaged.



### Janesville I-90 Reconstruction

- A promotional campaign was led and funded by the area's Convention and Visitors Bureau (CVB).
- Campaign included ad-buys on weather.com using geofencing to creatively target people planning to visit to the area.





- Challenges included getting busy business owners to participate.
- The CVB invited
  WisDOT to speak
  about project details
  at member meetings
  which provided a
  captive audience for
  information sharing
  and discussion.

**Key takeaways:** Consider web ad-buys that will reach your target, are trackable and may be more affordable than TV, radio or print and try to be creative about how and when you reach businesses directly.



## Oconomowoc WIS 67 Reconstruction

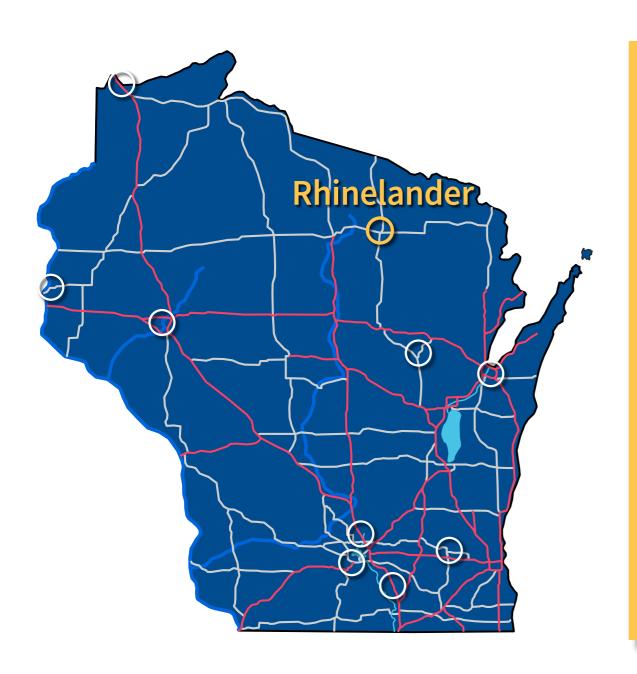
- Chamber of Commerce and the city of Oconomowoc collaborated to coordinate local promotions, campaigns and events.
- The group used a website, Facebook page and a robust email list to communicate with businesses and customers.
- City purchased mini orange cones to hand out to businesses and partnered with the Chamber on signage.
- Community worked to connect office workers and businesses in the area to offer lunch delivery. It was a win-win that meant less driving and supported local businesses when they needed it most.





**Key takeaways:** Municipalities can play an active role in the process by collaborating with local organizations and businesses to support the community comradery and promote awareness of the project.





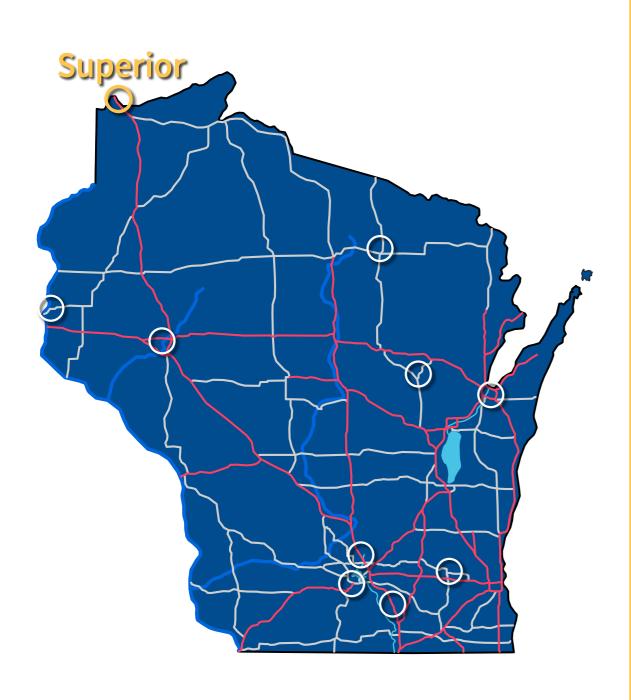
## Rhinelander US 8/WIS 47

- Construction of a roundabout at the intersection of US 8 and WIS 47 in Rhinelander replaced a signalized intersection which had a history of crashes.
- A significant amount of public outreach was conducted during design and construction.



- Coordinated with the city for local detours and to schedule alongside adjacent city streets work.
- Coordinated with Oneida County to communicate detours to thousands of visitors to the annual Hodag Country Fest.
- Outreach included public presentation on how to drive safely in a roundabout.
- Also published roundabout safety materials on the project web page.

**Key takeaways:** Engaging in pre-construction outreach processes helps to keep everyone in the know.



## Superior US 2

- Business coordination organized through Superior Business Improvement District (BID).
- The BID created a Belknap Street Reconstruction Facebook page to share construction updates and promotions. Facebook live was a useful tool.
- The BID posted photos of a construction mascot, "Coney", visiting different businesses during construction to show that others could do the same.
- Businesses cross-promoted a receipt from a clothing store would get you a free beverage from a neighboring restaurant.

OPEN DURING CONSTRUCTION

Visit superiorbid.com for updates!



**Key takeaways:** Stay positive, be flexible, know that some, but not all businesses will participate and and take advantage of social media.



## Waunakee WIS 19 and WIS 133 (Main Street) Reconstruction

- The logo, tagline and website, Together Waunakee Paving the Way, was coordinated by the village of Waunakee and offered a recognizable brand as a place to find and share project information.
- The village coordinated mailing to all residents with the need-toknow project information and links.
- Local businesses coordinated several promotions including WaunaBUCKS: gift certificates that could be spent at over 150 local chamber member businesses.

The village offered a Streetscape Sponsorship program which allowed businesses or residents to purchase a village bench, bike rack or planter to include an engraved plaque at or near the purchasers preferred location along the corridor.



**Key takeaways:** Collaboration among many stakeholders is key – local municipalities can play a role to help businesses and organizations like the Chamber of Commerce coordinate.

### **End of Construction**



Once the dust settles, the equipment moves out and the road reopens, local businesses – and customers – can fully enjoy the enhanced connectivity and safety benefits of a WisDOT improvement project. The end of a big project can mark a great time for promotions or celebratory events such as a block party or ribbon-cutting. It's a chance to be creative, have some fun and let customers know how much you appreciate their loyalty.

**Remember, we are in this together!** Please continue to use the resources and information in this guide to learn about projects in your area and reach out to WisDOT staff with any questions at any point in the process.

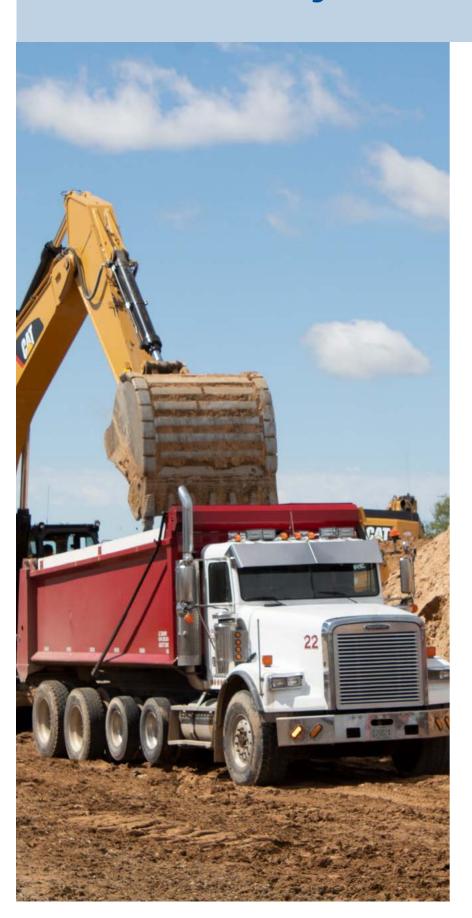
- Let customers know construction is complete

  Share the advancements in safety, pavigation, or walkability
  - Share the advancements in safety, navigation, or walkability as a result of the project. Encourage them to walk, bike, or drive down the improved roadway to visit you.
- Collect any temporary signage used

  Work with project staff to gather your temporary signage from along the project or detour route.
- Consider creative events or promotions to mark the success of the project

Check out how other communities have acknowledged the end of a construction project. **Community Examples.** 

## **WisDOT Project Information Resources**



So where are all these construction projects? When do they start? How long will they last? WisDOT publishes information regarding ongoing and upcoming projects that can help businesses plan for impacts. Please note that the information below applies only to WisDOT project work, the vast majority of which will occur in the state highway system. WisDOT recommends also periodically reviewing local government resources for information about upcoming local streets projects. In many communities, local projects are searchable online.



Active construction: Look to 511 Wisconsin for information on projects mobilizing for or actively under construction in the state highway system. Many of WisDOT's projects will appear here, some with individualized traffic and communication resources. Note that some WisDOT projects with smaller footprints or timelines may not appear here.

### **Future projects:**

You can get a feel for WisDOT's planning process on the **Highway Projects** and **Studies page**. Here you will find information on study and design phases for emerging needs that may be still many years to come. Projects about to go into production can be found in the **Six-Year Highway Program**. **Please note**: individual project plans and timelines are subject to change.





## Lifecycle of a Transportation Project

#### **PROJECT INITIATION**

What factors initiate a project?

- Emergencies and safety concerns
- Public and stakeholder input
- Pavement and bridge condition
- System maintenance and operations needs

### **PLANNING**

- Develop options
- Collect feedback from the public and stakeholders
- Complete planning studies and gather and analyze data

### **MAINTENANCE**

- Crack filling and sealing
- Minor alterations
- Snow removal and seasonal maintenance
- Monitoring roadway operations and safety

### **PROJECT COMPLETION**

- Contract closeout
- Community celebration or ribbon-cutting
- Roadway open to regular traffic

# PROJECT INITIATION MAINTENAU START HERE 3 mos -CONSTRUCTION

#### **PROJECTS ARE SUBJECT TO CHANGE:**

WisDOT is constantly working to maximize the use of taxpayer dollars to deliver the most safe and efficient transportation system possible. Sometimes, that means changing project timelines and scopes. Factors that can change a project's life cycle trajectory include funding constraints, unforseen environmental circumstances and changes to other projects.

Understanding the different phases of a transportation project can help you know what to expect. It is important to stay involved as the project develops to prepare accordingly.

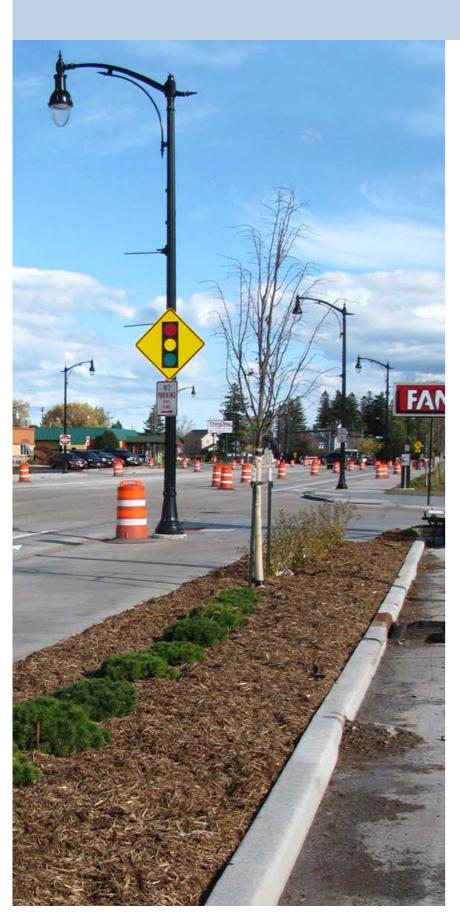
### **CONSTRUCTION**

- Hire contractors (project letting)
- Pre-construction public meeting and ongoing communication
- Construct improvement projects

### **DESIGN**

- Refine options and develop design
- Collect and incorporate input from public meetings
- Finalize detailed project plans including staging and detours

## **Additional Business Resources**



### **Wisconsin Department of Transportation**

wisconsindot.gov

projects.511wi.gov, Wisconsin construction projects

- Rhinelander (715) 365-3490
- Wisconsin Rapids (715) 421-8302
- Green Bay (920) 492-5643
- Eau Claire (715) 836-2891
- Superior (715) 392-7925
- Waukesha (262) 548-5902
- La Crosse (608) 785-9022
- Madison (608) 246-3800

**Division of Transportation System Development (DTSD) Region offices** 

## Also, consider connecting with state and local business advocacy groups such as:

- Wisconsin Small Business Development Center
- Wisconsin Women's Business Initiative Corp.
- Wisconsin Economic Development Corp.
- Wisconsin Manufacturers and Commerce
- African-American Chamber of Commerce of Wisconsin
- Hispanic Chamber of Commerce of Wisconsin
- Hmong Wisconsin Chamber of Commerce
- Wisconsin Asian Chamber of Commerce
- American Indian Chamber of Commerce of Wisconsin
- Local chambers of commerce
- · Downtown merchants' districts
- Universities or technical colleges
- Neighborhood associations
- Municipal (city, village, town) offices